



**Spiritual Principles in  
Business Relationships**  
SPIBR.org LLC

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24 August 2013

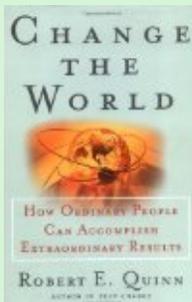
Joe,

[SPiBR.org LLC](#) is focused on *you* - a strategic alliance manager. Someone who develops and manages **long-term value-creating** relationships. You:

***Do the impossible  
with nothing  
in the eye of a hurricane.***

The need for practical spirituality in alliances is a [strategic imperative](#), otherwise status quo mediocrity will continue.

## Transformational Change Agent (2 of 4) Creating a Productive Community



The following ideas are derived from *Change the World: how ordinary people can accomplish extraordinary results* by Robert E. Quinn (a distinguished MBA professor at the University of Michigan School of Business). In his book he assesses twenty attributes of Jesus, Gandhi and Martin Luther King as transformational change agents. Below are the first seven of these attributes.

*If we as strategic alliance managers  
are not transformational agents of change*

### In This Issue

[Transformational Change Agent \(2 of 4\) - Creating Productive Community](#)

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[We Live in the Era of Conscious Capitalism](#)

### Content on SPiBR.org

[Change in Relationship](#) - the more intense the relationship the better

[Building Trust in Strategic Alliances](#) - enable greater value creation via loving confrontation

[Self-Obsolescence](#) - we are empowered as we empower others

[Professional Services](#) - training, coaching and consulting services; fees, ideal engagement model

[Endorsements](#) from alliance managers at HP, IBM, Intel, Microsoft, SAP

*what are we doing?*

I have recast these first seven attributes of transformational change agents from an alliance manager's perspective. The remaining thirteen attributes will be discussed in the next two newsletters.

Core Vision

A strategic alliance manager has a core vision of value-creation in a highly-productive [community](#). This starts by spanning our personal internal alliance of being both *inner* directed and *other* focused. From this internal sense of oneness can be created an alliance where the *individual* good and the *collective* good are also one.

As the alliance team becomes a highly-productive community it takes on characteristics that are nontraditional to the world of business. While purpose, roles and expectations are imposed from outside the alliance, they are continually being clarified and refined within the alliance community. There is flexibility in individual roles, focused on how to best serve the collective good. At their best the alliance manager and senior management are servants to the alliance, removing obstacles in order to enable ever greater value-creation.

Because there is high trust, there is also constructive (loving) confrontation - difficult issues are proactively dealt with immediately and head-on, they are not avoided or suppressed. And because of such confrontation the level of trust increases. [Trust and confrontation](#) end up creating a virtuous cycle, leading to greater levels of trust.

Leadership

While the [alliance manager](#) oversees value-creation, leadership can spontaneously shift to whoever is most suited for a given situation. This situational leadership is based on skills, knowledge and experience. And leadership is focused on high concern for both tasks and people. Transformational leaders are hard on issues and soft on people.

Because the alliance manager is both inner directed and other focused, they are internally secure and so they actually encourage external challenge. They know that such challenges help them become better servants to the value-creating purpose of the alliance.

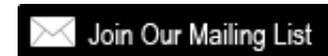
Desired System State

The state for maximal value-creation is one of bounded instability or controlled chaos. Such an alliance team is bounded by a clear structure with well defined purpose, roles and governance. However within the alliance there is tremendous flexibility. This is enabled by the rich and

[Newsletter Archives](#) - past topics: change agent (1 of 4) embody simple truths, perspective, self-obsolence, home, the voice of the collective, ...



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open flow of information, leading to productive dialogue. Such an open, responsive and flexible environment ensures that the alliance's most value-creating vision emerges, is challenged and collectively refined.

When there is healthy tension between two positive opposites, the spirit in the midst of that relationship emerges, the spirit in the collective takes form and the alliance takes off. In this case we're talking about the relationship between ideas. *Experience* comes from the tension between challenging situations and the available skills. *Character* comes from the tension between being inner-directed and other focused. *Leadership* comes from the tension between concern for task and concern for people. *Organizational form* comes from the tension between hierarchy and flexibility. And the best *outcome in a negotiation* comes from the tension between openness & trust and assertiveness. This happens because strategic alliances exist within an individual (creating Core Vision), between businesses (creating value) and even between ideas (creating new ideas).

Being transformational requires us to live at the edge of chaos, this is accomplished by thinking beyond *either-or* situations; it requires us to embrace *both-and* outcomes. As strategic alliance managers we understand the value of *both-and* in the process of developing our alliance. We grow further when we realize the universal application of this both-and mindset, when we apply it to the relationship between ourselves and others, and even to the relationship between *ideas*.

### Social Movement

A strategic alliance has the potential to not only be a productive community, it can also be a source of healthy insurgency for the entire business. As I see it all [change happens in relationships](#). And the more intense the relationship, the deeper the opportunity for growth. Given their focus on long-term value creation strategic alliances are the most intense form of relationships in business, and so they are great crucibles for the transformation of business.

Consciousness can increase in business, starting in strategic alliances, if alliance managers and businesses are up for this role. For alliance managers this ends up requiring a greater mastery of self, improvements in your internal alliance, your most strategic alliance of all.

### Empowerment

Empowerment comes from self-mastery. As we transcend our lesser self we start tapping into our highest potential for contribution. We start making fundamental choices in our lives which lead to a surfacing of our previously suppressed purpose and passion. We begin to

consistently focus on a higher-purpose for ourselves and the world around us.

As we begin transcending our internal fears we gain capacity to transcend external sanctions. We push the envelope in our business, on behalf of the growth of our alliance and on behalf of individual growth.

### Consciousness

As we make fundamental choices, our vision expands and we discover that the essence of reality is not simply transactional. We increasingly connect with our unique value and purpose in life. We let go of the traditional self-serving ways of business and start serving the collective (of which we are a part of). A new sense of self emerges, greater consciousness or awareness becomes present in our lives. With increased internal and external integrity we co-create an ever-more productive community in our alliance. We change the world around us.

### Moral Reasoning

We are increasingly focused on discovering and doing what's right. This discovery and action is a co-creative process, accomplished in collaboration with the alliance community. We hear the voice of the collective, and then we lead the team toward the accomplishment of its own higher-purpose value-creative vision. We are increasingly inner direct and other focused.

As we become clearer in living our principle-driven life we will find others attracted to our higher-purpose, others will want to be part of our alliance community. No longer are we motivated by self-interest, we are motivated by love. And love *is* attractive.

Ref: click [here](#) for Appendix A from the book *Change the World*. This document is well worth reading and reflecting - spend some time with it. It is bold and intense, sort of like espresso.

[What do you think?](#)

## Conscious Change Agent Video Interview (2 of 4)



Recently I was interviewed for the [Conscious Change Agent Web Show](#) by Jack Butler, in Boulder, CO.

[Part II - Practical Spirituality](#) (15 min 42 sec)

Practical spirituality is defined as the deepening of relationship;

with others, with self and with the Universe. This directly [addresses the primary cause](#) for most alliance failures - a failure in relationship, as evidenced in low trust and poor communication.

Five [simple spiritual truths](#) are discussed. Simple ideas which when held in consciousness have as a result the deepening of relationship:

- Oneness
- Now
- We are Creators
- Love
- Trust

[Spiritual practices](#) are authentic (non-scripted) behaviors based on the embodiment (thinking about) simple spiritual ideas.

The counter-intuitive spiritual practice of [Self-Obsolescence](#) is briefly discussed. This practice comes from reflecting on our relationship with the attributes of deity (omniscience, omnipresence and omnipotence) and the realization that giving and receiving are one.

We also talk about simple ideas like love, fear and depression.

These are my first video interviews. I am interested in [your critique](#).

## This is the Era of Conscious Capitalism



Our [community](#) is growing and here are the current numbers:

- started in Feb 2013 the website [Spiritual Principles in Business Relationships](#) had over **900** unique visitors in July and over **142,000** hits since its inception
- also started in Feb 2013 this newsletter now has **1,400** subscribers with over **1,000** strategic alliance managers
- started in Apr 2012 the LinkedIn group [Spiritual Principles in Strategic Alliances](#) now has **169** members

We *are* living in the era of conscious capitalism. As strategic alliance managers we are at the eye of that hurricane. Awakening occurs in our most intense and most important relationships - for businesses these are strategic alliances. Practical spirituality in alliances is a [strategic imperative](#).

[What do you think?](#)

## Welcome

Be part of our productive [community](#). Participate in our

LinkedIn group [Spiritual Principles in Strategic Alliances](#).  
We currently have 162 members.

[Love,](#)



**Joe Kittel**  
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